

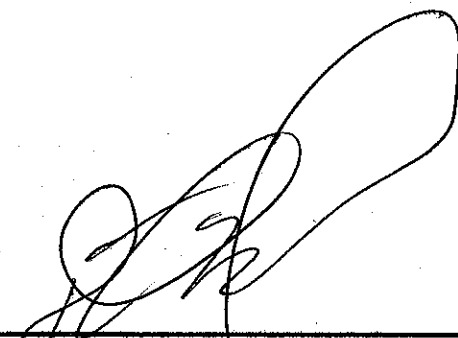


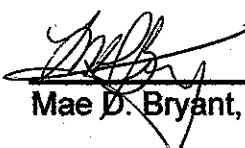
Miami Dade County Homeless Trust Business Plan

Fiscal Years: 2007 through 2008
(10/1/06 through 9/30/08)

Plan Date: Revised April 14, 2007

Approved by:



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DEPARTMENT PURPOSE/MISSION

Administer the proceeds of the portion of the one percent Food and Beverage Tax and other revenue sources dedicated to activities for the homeless; advise the Board of County Commissioners (BCC) on issues related to homelessness; and implement the Miami-Dade County Community Homeless Plan.

Additional departmental information can be found in the Departmental Profile (Attachment 1)

STRATEGIC ALIGNMENT

The Department's efforts align with the following Miami-Dade County Strategic Plan Goals:

- HH 5 - Provide adequate, quality, and affordable housing equitably throughout Miami-Dade County
- HH 4 - Promote independent living through early intervention and support services

Department-related Strategic Plan Outcomes and departmental objectives:

- HH5-1 – Increased availability of affordable and special needs housing
 1. Eliminate homelessness in Miami Dade County
 2. Place all homeless individuals and families in appropriate housing
 3. Provide sufficient housing units to address the needs of the homeless
 4. Explore National Best Practice Models for Homeless Programming
- HH 4 - Promote independent living through early intervention and support services
 1. Eliminate homelessness in Miami Dade County
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 4. Explore National Best Practice Models for Homeless Programming

KEY PROGRAMS AND INITIATIVES

The department's key programs and initiatives are highlighted below and organized by balanced scorecard perspective.

Customer Perspective

The Homeless Continuum of Care consists of a comprehensive programming to address the needs of all homeless people in our community. There are four distinct program areas that are funded and monitored by the Trust. The Trust does not provide direct services. These areas are Emergency Housing, Transitional Housing, Permanent Housing, and Supportive Services. Each area is specifically designed to meet the unique needs of clients when they first enter the continuum, as well as their needs as they develop and evolve over time. Over to 4,800 emergency, transitional, and permanent housing beds have been developed by or through the Homeless Trust since inception in 1993.

The entry to the "Front Door" to our system is via County-Wide Outreach Teams, which are provided via three geographically placed providers: The City of Miami, The City of Miami Beach, Miami-Dade County Department of Human Services. Citrus Health Networks Behavioral Health outreach to chronically homeless people County-wide Access to the Outreach Teams is available via a toll free number: 1-877-994 HELP (4357). This number also provides access to homeless prevention services. Calling this number will link persons in need of services with an outreach team in their geographic region within Miami-Dade County. The Outreach Teams also engage homeless individuals and families directly on the street or at other community locations. In addition to outreach, supportive service programs provide health care, employment, mental health counseling, legal services, outpatient mental health and substance abuse counseling, and housing placement assistance.

Emergency Housing is provided via The Community Partnership for Homeless (CPH) which is the local private sector partner to the County, through the Miami-Dade County Homeless Trust. CPHI is a not-for-profit organization that was charged early on with siting, construction and operating up to three Homeless Assistance Centers, commonly referred to as HACs. To date, two HACs have been built, based on the community's determination of its emergency housing need. These HACs are campus-style facilities that are "one stop centers" in that they take a holistic approach to addressing the needs of the client. HAC 1 is located at 1550 North Miami Avenue (close to Downtown Miami), and HAC 2 is located at 28500 SW 125 Avenue (at the former Homestead Air Reserve Base). As part of their multi-year services agreement with the County, through the Homeless Trust, CPHI was also charged with raising 20% of their annual operating budget.

Transitional Housing consists of residential treatment for individuals or families with substance abuse, mental health, HIV/AIDS, or co-occurring disorders. The Trust currently contract for over 1,800 beds of transitional housing throughout Miami-Dade County.

Permanent Supportive Housing is housing with supportive services for homeless individuals and families who have mental health, substance abuse, physical or developmental disabilities or HIV/AIDS. This programming is extremely effective as a long term solution to special needs populations in need of housing. The Trust currently maintains an inventory of over 2,500 beds of permanent supportive housing. It should also be noted that many of the agencies we fund develop mixed use projects which include both homeless and non-homeless affordable housing, thus leveraging resources.

As an example, based on our annual point-in-time surveys, representing over 2,000 homeless individuals and families in February, 04, (and again in January 2005 and 2006) wherein overwhelmingly families in particular requested permanent housing rather than transitional-non-treatment housing, the Homeless Trust shifted Food and Beverage resources into permanent housing for the first time in our history. The new Housing model was developed with input from stakeholders.

Departmental Business Plan and Outlook
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Fiscal Years: 2006/2007 – 2007/2008

The Model, still in effect, served three times as many customers, with greater immediate outcomes (direct placement into permanent housing), with the same amount of funds. Our 2007 Survey results indicate a need for additional job training and education for homeless families. We are working in concert with South Florida Workforce to accomplish this goal.

Financial Perspective

Through our annual homeless census and survey, the Homeless Trust determines customer needs and reviews outcome measures. Based on our annual needs, funding may be shifted/added toward new initiatives that provide better results and more cost efficiencies.

Approximately, 6 months of the year, each and every year, focuses directly on our competitive grant application to U.S. HUD. In 2006, the application submitted to U.S. HUD was awarded 100% of the funding requested (\$24.6 Million); this was the 4th ranked application in the United States.

Implementation of the General Obligation Bond program is critical. Our first year's allocation is dedicated to the continued development of the Homestead Airbase property. This site will include 145 units of permanent supportive housing for homeless families, a Landscape/Produce Nursery, and a Farmer's Market. It is anticipated that this project shall cost \$25 Million. Operating costs will be offset by rent and revenues produced at the Fresh Market.

2nd cycle and future GOB cycle funding is designated for the acquisition of land which shall be utilized for the development of additional units of permanent supportive housing. A Solicitation of Land Offers has been approved by the GOB Citizens Advisory Committee and is scheduled to be released in May, 2007

Internal Perspective

Due to the all consuming nature, of the application to U.S. HUD, staffing is critical to this process.

During the last 6 months, our assistant director has been on assignment to CAA. This has created additional workload for all other senior staff. While the assistant director was being trained, currently the executive director is in fact the only staff person familiar with the entire HUD application development process. It is critical that sufficient staffing be provided to not only handle the workload of the Federal funding but also to learn the inner workings of the Homeless Trust Board.

The collection of accurate client level data, as referenced above, is critical to annual needs based planning. As such, Providers using the Homeless Management Information System (HMIS) must be proficient in the use of this system and maintain current and accurate data. The Homeless Trust grants coordinator is responsible for the implementation of our HMIS and is conducting regular user group meetings, as well as conducting site visits to each and every provider to ensure the appropriate and ongoing use of the HMIS. Providers are being issued monitoring reports based on the site visits.

The Trust contracts with more than 30 not-for-profit organizations throughout the County to provide an array of housing and services for the homeless.

On an annual basis, the Homeless Trust conducts a County-wide census and customer survey. The survey acts as a needs assessment to determine the needs of homeless individuals and families, and other planning elements (e.g. length of time homeless, disabilities, etc.) this information along with an analysis of point-in-time data from our Homeless Management Information System is utilized to plan for programmatic and fiscal needs/gaps.

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Surveys are administered annually in January of each year on a predetermined date based on our Federal funding requirements (U.S. HUD). Surveys are administered to homeless persons on the street, emergency and transitional housing, as well as those people receiving supportive services. An analysis of the data related to level of service and a comparison of the needs of homeless individuals versus homeless families is performed. The results of this analysis is vetted through the Homeless Trust Committee Process as well as two publicly noticed meetings (North and South Dade) focusing on community input and review of the survey results and resultant annual priorities. The results of these surveys and priorities direct the development of our annual application to U.S. HUD in the Spring/Summer of that same year as well as our annual budget priorities.

Learning and Growth Perspective

Providers are monitored via desk audits and site visits to determine the appropriate contract compliance. This is critical to our ability to oversee the Federal and Local funding our department administers.

Cross Training of staff and Succession planning is underway. Our Grants coordinator currently spends the majority of their time working on the HMIS. Currently, this staff person is learning the grant writing and selection committee processes. Succession Planning has been hindered by the reassignment of our Assistant Executive Director.

Performance Measures and Targets

For ease of reference, specific information regarding departmental objectives and performance measures including the targets for FY 2006-07 and FY 2007-08 can be found in Attachment 2 – Business Plan Report.

Critical Success Factors

- The continued implementation of the Miami-Dade County Homeless Plan; 10 Year Plan to End Homelessness, with a particular emphasis on providing housing and services to each and every chronically homeless person in the County. This will be accomplished via additional outreach, enhanced mental health services, and tracking via the Homeless Management Information System.
- Expanding the homeless housing inventory and finding available land are crucial to the development of additional permanent supportive housing for project based programs.
- Implementation of the GOB program (\$15 Million), which will be utilized for site acquisition (\$2 million) per year to obtain land inventory is crucial.
- Providers in need of affordable rental units for scattered site projects are challenged by a lack of inventory of affordable rental units. The implementation and maintenance of current data in the Socialserve Housing locator, in conjunction with MDHA, is critical.
- Development of 52 acres of Homestead Airbase property to produce 145 units of permanent supportive housing for homeless families along with a Nursery/Farmer's Market must be completed by 2010.

Departmental Business Plan and Outlook
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- Completion of current pipeline housing projects requires enhanced ongoing communications with OCED/MDHA. To highlight a few of the Current projects under development: Villa Aurora (includes the Hispanic Branch of the Miami-Dade County Public Library Sytem), Camillus House's new site, Labre Place.

3 to 5 Year Outlook

Over the last several years, we have successfully worked to reduce the number of homeless people on the streets and increase the number of those homeless people housed. Our homeless census numbers of homeless people on the streets is at an all time low. The current environment related to the growth of the Food and Beverage Tax and our success in competing for U.S. HUD funds will hopefully continue. If this is the case, we can continue to offer new and improved homeless housing and services.

Development and execution of a Memorandum of Understanding between the Homeless Trust, Department of Corrections, Department of Children and Families/Our Kids, the Public Health Trust, 11th Judicial Circuit, and Mental Health Hospitals, defining discharge planning roles and responsibilities related to homeless individuals. This would also include the modification of Arrest Forms indicating a person is homeless at the time of arrest. The accomplishment of this task would require the participation and agreement of other County Department Directors, other entities, and the support of the County Manager. The newly created Mayor's Mental Health Task Force will be addressing many of these issues and hopefully operationalizing those goals. Implementation of the MOU will result in a reduction in re-institutional rates for the mentally ill, substance abusers, homeless and recently released inmates (HH4-3).

Implementation of 10 Year Plan to end homelessness will require additional resources. In particular the availability of land which is appropriately zoned for development of new units of permanent housing as well as the availability of affordable rental units is critical to our success in the development of new programming. The ongoing commitment of the Federal Government to provide additional homeless program funding as well as funding from the Federal, State and local Government to produce additional affordable housing is something we must protect.

The development of the Homestead Airbase property, with 145 units of permanent supportive housing for families, a Farmer's Market (which includes a micro-enterprise employment opportunities), a Landscape Nursery, and playfields. The development of this project is contingent upon the approval of the department of Health and Human Services and sufficient funding to complete this project within 36 months of approval by HHS (HH5-1)

DEPARTMENTAL PROFILE

Department Description

The Miami-Dade County Homeless Trust was created in 1993 by the Board of County Commissioners with several primary functions: 1) to administer proceeds of the one-percent food and beverage tax; 2) to implement the local continuum of care plan, a three-phased plan, called the Miami-Dade County Community Homeless Plan (the "Plan"); and 3) to serve in an advisory capacity to the Board of County Commissioners on issues involving homelessness. The Trust is not a direct service provider. Instead, it is responsible for the implementation of policy initiatives developed by the 27-member Miami-Dade County Homeless Trust Board, and the monitoring of contract compliance by agencies contracted with the County, through the Trust, for the provision of housing and services for homeless persons. Through its policies and procedures, the Trust also oversees the utilization of the food and beverage tax proceeds dedicated for homeless purposes, as well as other funding sources, to ensure the implementation of the goals of the three-phased plan. Additionally, the Trust has served as lead applicant on behalf of the County for federal and state funding opportunities, and developing and implementing the annual process to identify gaps and needs of the homeless continuum. The Miami-Dade County Community Homeless Plan is well into implementation as a result of directives of the Board, with policies and funding recommendations made to the Board of County Commissioners in support of the Plan.

The Miami-Dade County Homeless Trust Board is comprised of a 27-member, broad-based membership representing numerous sectors of our community. Current representation includes the County's Mayor, seven appointments from the business and civic community, four appointments from the provider community, two formerly homeless persons, a representative from the professional/academic community, three members of the Miami-Dade League of Cities, three representatives from the Greater Miami Religious Leaders Coalition, a homeless advocate/formerly homeless person, a representative from the Homeless Interfaith Coalition and the membership of the Superintendent of Miami-Dade County Public Schools, the President of the Miami Coalition for the Homeless, the Miami City Manager, the district administrator for the Department of Children and Families, and the Miami-Dade County Commissioner who chairs the Committee overseeing homeless issues (or in the absence of this committee, a member of the Board of County Commissioners). Board members serve three (3) year terms and are allowed to appoint designees to attend and vote on their behalf at meetings. The Trust Board meets monthly and special meetings are called as needed. The Homeless Trust Board has the following committees that also meet regularly or as may be required: The Executive Committee, Services Development Committee, Housing Development Committee, the City of Miami Sub-Committee, Finance and Audit Committee, Continuum of Care Sub-Committee, Judicial Committee, Long Range Planning Committee, and the Homeless Prevention Sub-Committee Committee.

The Miami-Dade County Homeless Trust has 14 employees, including the Executive Director and the Assistant Executive Director. Trust staff are all County employees governed by the County-established rules of conduct and other relative policies and administrative orders. Trust staff provides support to the Trust Board, ensures that the Trust Board meets on a regular basis, maintains full Board occupancy, presents policy issues and concerns, and implements their mandates on a timely basis. Staff is also responsible for policy research and document preparation. In addition, staff oversees the daily administration of more than 100 contracts with local providers for the provision of housing and services for the homeless.

Departmental Business Plan and Outlook
Department Name: Miami Dade County Homeless Trust
Fiscal Years: 2006/2007 – 2007/2008

The Trust's annual budget is approximately \$40 million, comprised of local food and beverage proceeds, as well as federal (U.S. HUD) and state funding.

The Miami-Dade County Homeless Trust and the Miami-Dade County Community Homeless Plan have been hailed as national models (and "Best Practice") in 1998 for their progressive approach to addressing homelessness. A one-of-a-kind dedicated source of funding, as well as a unique public-private partnership, have drawn the attention and funding of government and private sector agencies. The implementation of the local continuum of care has resulted in major accomplishments since the Board's inception.

New Services/Programs:

The Homeless Trust is expanding our programming for chronically homeless (long-term homeless) people with mental illness, and co-occurring disorders who are high utilizers of jails, emergency rooms, behavioral health services and crisis stabilization units. These programs will be funded via a combination of Federal (U.S. HUD) and local food and beverage tax dollars. The program will feature permanent supportive housing and intensive wrap-around behavioral health and case management services. Our programs are based on National Best Practice Models, and locally have an 89% success rate.

One of the most exciting initiatives underway is the Homeless Educational Video Campaign. In partnership with the Miami-Dade County Public Schools, Community Partnership for Homeless and the Miami Coalition for the Homeless, we have produced two educational videos and a weeklong curriculum. The program is being implemented in all Public Schools effective April, 2007. This project is focused on educating and sensitizing school children about homeless people. It features homeless children telling their stories and Miami Heat star Alonzo Mourning who sends a strong message to children about not harming homeless people. Winners of a poster/essay contest will win a 3 day/2 night all expenses paid trip to Disney World.

In 2007 the Homeless Trust is focusing on greatly enhancing our homeless prevention programming. A trip to review Best Practice Models in Minneapolis, Minnesota is planned for Spring, 2007

Additional programming for Homeless Outreach to chronically homeless persons is also planned. The current model reduced our County-wide street homeless population to an all time low of 1380 homeless persons.

Identification assistance for homeless persons has also been identified as a gap based on our annual survey. We hope to provide funding for these services in the community in 2007-08.

The Homeless Trust Budget to 2007-08 will include funding for an evaluation of our Continuum of Care. While we believe our model is highly successful, there is always room for improvement, this we anticipate an outside evaluation of our system within the next 24 Months.

Homeless Trust

TABLE OF ORGANIZATION

HOMELESS TRUST

- Implements the policies developed by the Board of the Homeless Trust, including the utilization of the local, state, and federal funds to assist the homeless
- Serves as staff to the Board of the Homeless Trust and liaison to the County Manager's Office and the Board of County Commissioners
- Coordinates Homeless Trust activities and recommends, defines, and monitors operating goals, objectives, and procedures for the Homeless Trust

FINANCIAL SUMMARY

(Dollars in Thousands)	Actual FY 04-05	Budget FY 05-06	Budget FY 06-07
Revenue Summary			
Carryover	3,122	2,849	4,823
Federal Grants	13,779	15,720	19,045
Food and Beverage Tax	10,217	9,200	11,512
Interest Earnings	5	2	16
Other Revenues	289	282	250
State Grants	183	511	721
Total Revenues	27,595	28,564	36,367
Operating Expenditures Summary			
Salary	710	823	912
Fringe Benefits	182	217	264
Other Operating	22,862	25,559	29,893
Capital	4	40	95
Total Operating Expenditures	23,758	26,639	31,164
Non-Operating Expenditures Summary			
Reserve	3,837	1,925	5,203
Total Non-Operating Expenditures	3,837	1,925	5,203

(Dollars in Thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 05-06	Budget FY 06-07	Budget FY 05-06	Budget FY 06-07
Strategic Area: Health and Human Services				
Administration	1,437	1,690	13	14
Emergency Housing	7,054	7,545	0	0
Permanent Housing	4,096	6,614	0	0
Support Services	5,272	4,573	0	0
Transitional Housing	8,780	10,742	0	0
Total Operating Expenditures	26,639	31,164	13	14

CAPITAL BUDGET SUMMARY

(Dollars in Thousands)	PRIOR	FY 06-07	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FUTURE	TOTAL
Revenue									
Building Better Communities GOB Program	2,143	0	2,143	0	2,143	0	0	8,571	15,000
FEMA Reimbursements	54	69	0	0	0	0	0	0	123
State Hurricane Trust Fund	18	23	0	0	0	0	0	0	41
Stewart B. McKinney Grant	0	400	0	0	0	0	0	0	400
Total:	2,215	492	2,143	0	2,143	0	0	8,571	15,564
Expenditures									
Strategic Area: Health And Human Services									
Homeless Facilities	72	2,635	2,143	0	2,143	0	0	8,571	15,564
Total:	72	2,635	2,143	0	2,143	0	0	8,571	15,564

Current Business Environment

Business Environment

The Homeless Trust administers services County-wide. Additional resources need to be obtained for homeless individuals and families who are chronically homeless, while maintaining our existing funding base; with limited additional resources, this is a challenge.

Medicaid services for community mental health are scheduled to shift from a fee for service system to a pre-paid, capitated plan. This has already impacted the ability of some of our not-for-profit providers in drawing down required matching funds. We are working with DCF and Medicaid to explore the impact and solutions to our providers and homeless clients.

Customer Feedback Plan

In January, 2007, the Homeless Trust administered point-in-time surveys to thousands of homeless individuals and families in our Continuum of Care (COC). Based on the results of these annual surveys, as well as our CoC working group which is comprised of service providers, formerly homeless people, Homeless Trust Board members, and advocates, priorities are established which led to the priorities for our annual funding cycle from U.S. HUD and our overall homeless plan. These priorities and our business plan priorities are all aligned. This process commences in January, 2007 and concludes in April, 2007. All of these processes are fully reviewed, adjusted, and approved by the Homeless Trust Committees and ultimately, the full Trust Board.

Proprietary Department Supplemental Information

The Miami-Dade County Homeless Trust is the County-Wide entity responsible for homeless services. There are 6 entitlement jurisdictions (including Miami-Dade County), that receive or are eligible to receive homeless funding from the Federal Government. We work closely with the other 5 municipalities (Miami, Miami Beach, Hialeah, Miami Gardens, and North Miami) to ensure coordination of resources and provide input into their consolidated plans.